

# COMPANY LOGO

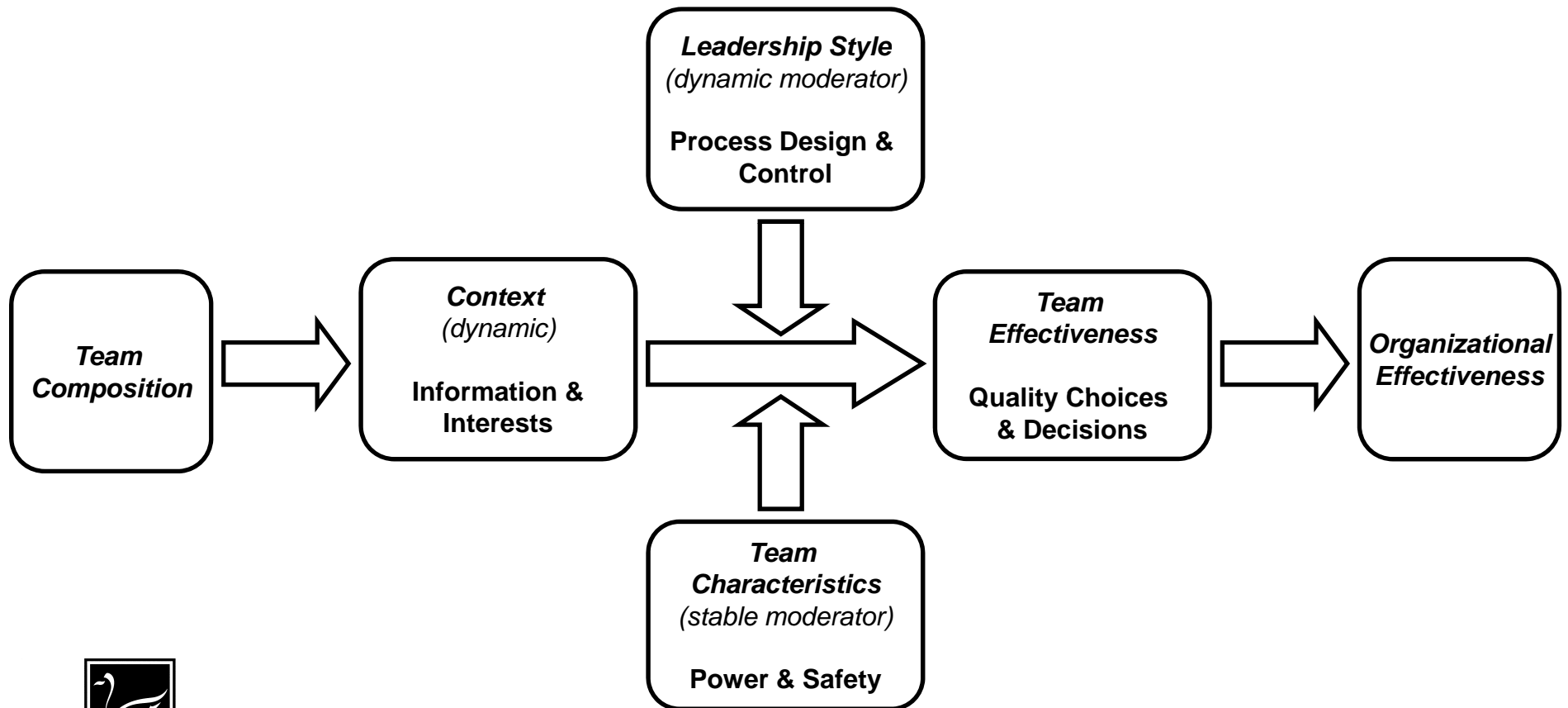
**Top Management Team (TMT) Assessment  
ABC Company  
July 2007**

**Leadership Style**

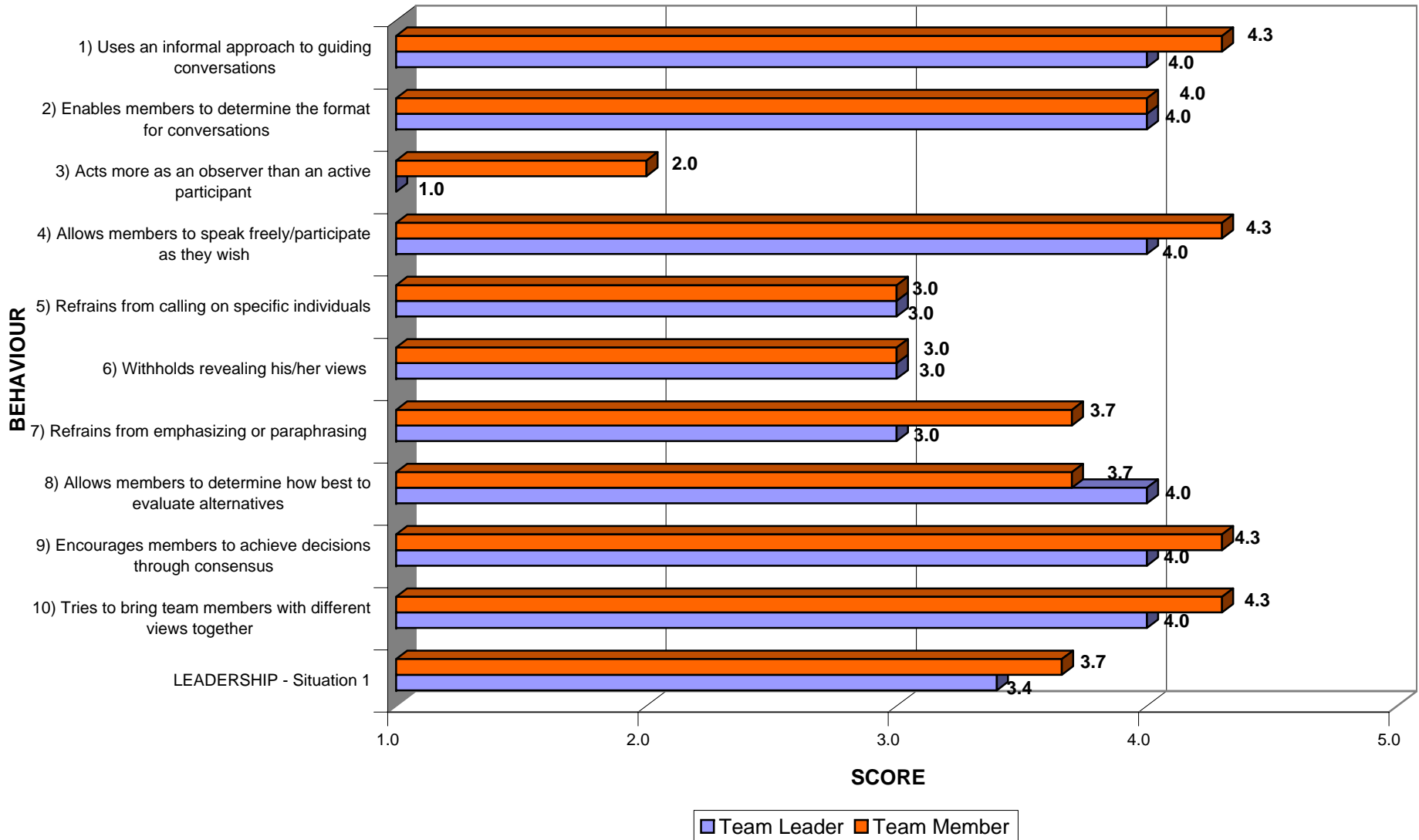
**CONFIDENTIAL**



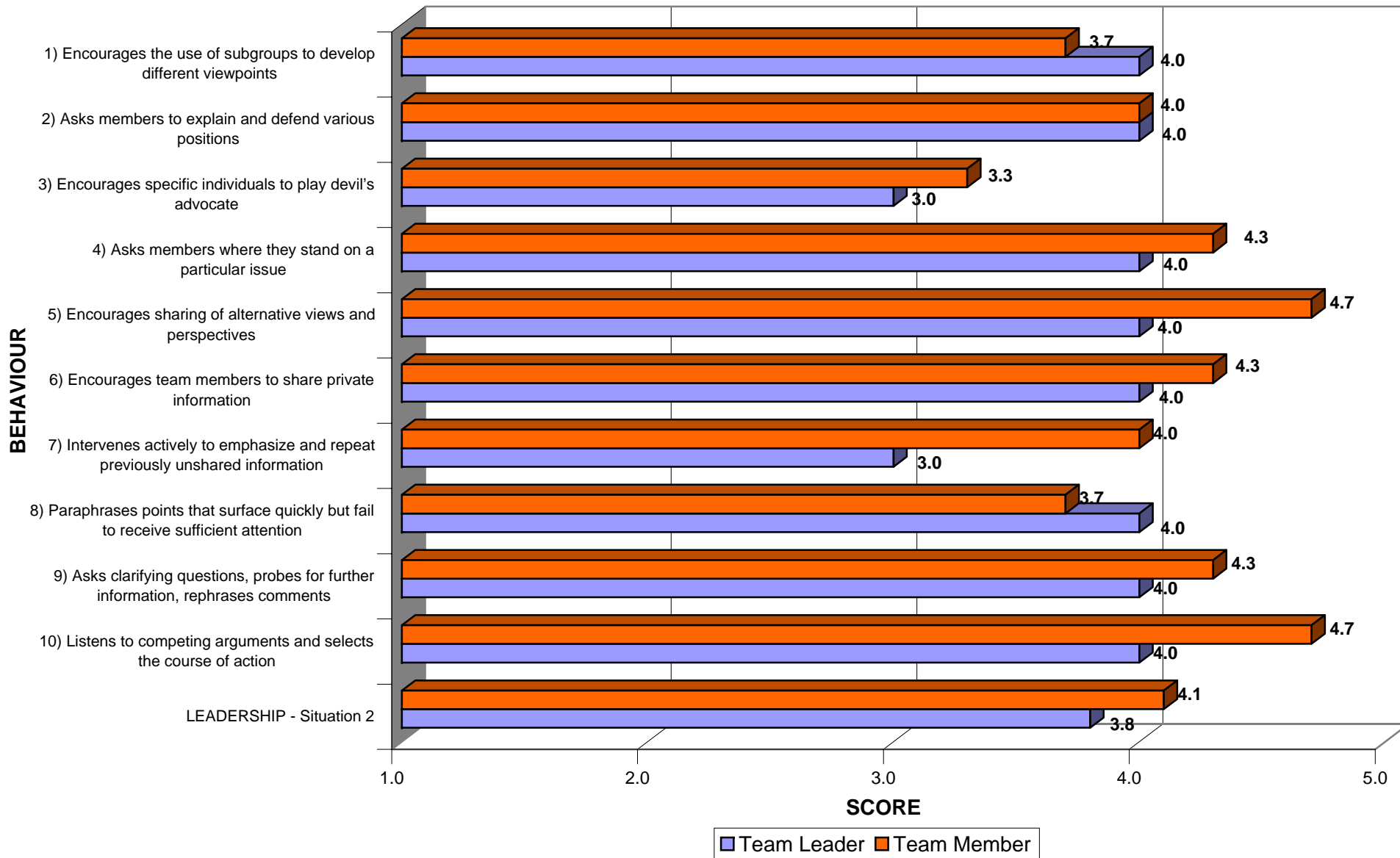
# Top Management Team (TMT) Effectiveness: Assessment Model



### LEADERSHIP - SITUATION 1



### LEADERSHIP - SITUATION 2



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**Team Leader Response**

<b>E. LEADERSHIP</b>						
<b>Situation 1: When team members have similar information about an issue/decision and have the 'common good' of the organization in mind, our Team Leader...</b>						
<b>1. Uses an informal approach to guiding conversations among members.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>2. Enables members to determine the format for conversations.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>3. Acts more as an observer than an active participant.</b>	<b>1.0</b>	100%	%	%	%	%
		1	0	0	0	0
<b>4. Allows members to speak freely/participate as they wish.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>5. Refrains from calling on specific individuals.</b>	<b>3.0</b>	%	%	100%	%	%
		0	0	1	0	0
<b>6. Withholds revealing his/her views in the early stages of the discussion.</b>	<b>3.0</b>	%	%	100%	%	%
		0	0	1	0	0
<b>7. Refrains from emphasizing or paraphrasing others' comments.</b>	<b>3.0</b>	%	%	100%	%	%
		0	0	1	0	0
<b>8. Allows members to determine how best to evaluate alternatives.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>9. Encourages members to achieve decisions through consensus.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>10. Tries to bring team members with different views together to arrive at a mutually acceptable situation.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>AVERAGE</b>	<b>3.4</b>					

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**Team Leader Response**

<b>F. LEADERSHIP</b>						
<b>Situation 2: When team members don't have similar information about an issue/decision and/or don't have the 'common good' of the organization in mind, our Team Leader...</b>						
<b>1. Encourages the use of subgroups, within the team, to develop and consider different viewpoints and alternatives.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>2. Asks members to explain and defend various positions and alternatives.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>3. Encourages specific individuals to play devil's advocate.</b>	<b>3.0</b>	%	%	100%	%	%
		0	0	1	0	0
<b>4. Asks members where they stand on a particular issue.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>5. Encourages sharing of alternative views and perspectives.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>6. Takes an active role in encouraging team members to share private or uniquely held information.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>7. Intervenes actively to emphasize and repeat previously unshared information or remarks.</b>	<b>3.0</b>	%	%	100%	%	%
		0	0	1	0	0
<b>8. Reiterates or paraphrases points that surface quickly but fail to receive sufficient attention.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>9. Asks clarifying questions, probes for further information, and rephrases comments to ensure that he/she has understood members correctly.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>10. Listens to competing arguments and selects the course of action that he/she believes is best for the organization.</b>	<b>4.0</b>	%	%	%	100%	%
		0	0	0	1	0
<b>AVERAGE</b>	<b>3.8</b>					

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**Team Member Response**

**E. LEADERSHIP**  
**Situation 1: When team members have similar information about an issue/decision and have the 'common good' of the organization in mind, our Team Leader...**

	Average	1	2	3	4	5
<b>1. Uses an informal approach to guiding conversations among members.</b>	<b>4.3</b>	% 0	% 0	% 0	67% 2	33% 1
<b>2. Enables members to determine the format for conversations.</b>	<b>4.0</b>	% 0	% 0	% 0	100% 3	% 0
<b>3. Acts more as an observer than an active participant.</b>	<b>2.0</b>	% 0	100% 3	% 0	% 0	% 0
<b>4. Allows members to speak freely/participate as they wish.</b>	<b>4.3</b>	% 0	% 0	% 0	67% 2	33% 1
<b>5. Refrains from calling on specific individuals.</b>	<b>3.0</b>	% 0	33% 1	33% 1	33% 1	% 0
<b>6. Withholds revealing his/her views in the early stages of the discussion.</b>	<b>3.0</b>	% 0	% 0	100% 3	% 0	% 0
<b>7. Refrains from emphasizing or paraphrasing others' comments.</b>	<b>3.7</b>	% 0	33% 1	% 0	33% 1	33% 1
<b>8. Allows members to determine how best to evaluate alternatives.</b>	<b>3.7</b>	% 0	% 0	33% 1	67% 2	% 0
<b>9. Encourages members to achieve decisions through consensus.</b>	<b>4.3</b>	% 0	% 0	% 0	67% 2	33% 1
<b>10. Tries to bring team members with different views together to arrive at a mutually acceptable situation.</b>	<b>4.3</b>	% 0	% 0	% 0	67% 2	33% 1
<b>AVERAGE</b>	<b>3.7</b>					

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**Team Member Response**

<b>F. LEADERSHIP</b>						
<b>Situation 2: When team members don't have similar information about an issue/decision and/or don't have the 'common good' of the organization in mind, our Team Leader...</b>						
	<b>Average</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1. Encourages the use of subgroups, within the team, to develop and consider different viewpoints and alternatives.</b>	<b>3.7</b>	% 0	% 0	67% 2	% 0	33% 1
<b>2. Asks members to explain and defend various positions and alternatives.</b>	<b>4.0</b>	% 0	% 0	% 0	100% 3	% 0
<b>3. Encourages specific individuals to play devil's advocate.</b>	<b>3.3</b>	% 0	33% 1	% 0	67% 2	% 0
<b>4. Asks members where they stand on a particular issue.</b>	<b>4.3</b>	% 0	% 0	% 0	67% 2	33% 1
<b>5. Encourages sharing of alternative views and perspectives.</b>	<b>4.7</b>	% 0	% 0	% 0	33% 1	67% 2
<b>6. Takes an active role in encouraging team members to share private or uniquely held information.</b>	<b>4.3</b>	% 0	% 0	% 0	67% 2	33% 1
<b>7. Intervenes actively to emphasize and repeat previously unshared information or remarks.</b>	<b>4.0</b>	% 0	% 0	% 0	100% 3	% 0
<b>8. Reiterates or paraphrases points that surface quickly but fail to receive sufficient attention.</b>	<b>3.7</b>	% 0	% 0	33% 1	67% 2	% 0
<b>9. Asks clarifying questions, probes for further information, and rephrases comments to ensure that he/she has understood members correctly.</b>	<b>4.3</b>	% 0	% 0	% 0	67% 2	33% 1
<b>10. Listens to competing arguments and selects the course of action that he/she believes is best for the organization.</b>	<b>4.7</b>	% 0	% 0	% 0	33% 1	67% 2
<b>AVERAGE</b>	<b>4.1</b>					

## TOP MANAGEMENT TEAM ASSESSMENT: SURVEY QUESTIONS

### CONTEXT AND TEAM CHARACTERISTICS

**A. Information** (the extent to which team members have the information necessary (i.e., facts, data, and ideas) to effectively address an issue, task or decision confronting the team)

**Members of our team:**

1. Possess the information they need to effectively contribute to team discussions and decisions.
2. Strive to be fully informed about an issue, task or decision confronting the team.
3. Actively check to see if other members have the necessary information about an issue, task or decision facing the team.
4. Openly share relevant information that may not be known to other members.
5. Ask other team members about their understanding regarding an issue, task or decision confronting the team.
6. Distribute information selectively to members. (-)
7. Consider all pertinent information prior to making a decision.
8. Ask for clarification when unclear or in doubt about the information provided by other members.
9. Withhold information that could be beneficial to other members. (-)
10. Take the time to fully discuss complex and challenging issues.
11. Engage in frequent, informal conversations with one another.

**B. Interests** (the extent to which team members share common goals and objectives)

**Members of our team:**

1. Share a common commitment to organization goals and objectives.
2. Share similar organizational values (e.g. customer focus, cost effectiveness, product/service quality).
3. Identify with the team first and their portfolio second.
4. Take responsibility for individual and collective performance.
5. Seek ways to advance common interests or devise mutually beneficial trade-offs that benefit the organization as a whole.
6. Are willing to sacrifice their own interests or positions for the sake of the team.
7. Work to resolve differences in a cooperative versus competitive fashion.
8. Demonstrate support for team decisions, regardless of whether or not decisions advance their individual goals and objectives.
9. Recognize and reward team members for putting the good of the team first.
10. Are motivated to work together as a team verses independently.

**C. Authority and Influence** (the capability to influence another team member's behaviour and to get them to do what they would otherwise choose not to do)

**Members of our team:**

1. Have equal opportunity to influence team decisions.
2. Use their authority or influence to impose their personal preferences on other members of the team. (-)
3. Defer to team members that they perceive as having more authority or influence. (-)
4. Minimize their use of authority or influence to improve levels of engagement by team members.
5. Refrain from imposing their preferred outcomes on specific members or the team as a whole.
6. Use consequences (either implied or explicit) to influence the perspectives or positions of other members. (-)
7. Use their expertise (whether implied or explicit) to minimize the contributions of other members. (-)
8. Use personal relationships or connections outside of the team to exert influence on other members. (-)
9. Build coalitions within the team to enhance their personal influence. (-)
10. Engage in behind the scenes lobbying to advance their own agenda. (-)

**D. Safety** (the shared belief that the team is safe for interpersonal risk-taking)

**Members of our team:**

1. Openly share their thoughts, feelings, and wants with one another.
2. Demonstrate respect for each other's skills, experiences, and perspectives.
3. Offer contrary views or opinions to those held by others on the team.
4. Ask for help from one another.
5. Seek constructive feedback from one another.
6. Are not rebuked, marginalized or penalized for offering unorthodox suggestions or challenging prevailing views or opinions.
7. Give one another the benefit of the doubt before arriving at a negative conclusion.
8. Acknowledge their weaknesses and mistakes.
9. Resolve conflicts in a way that maintains and/or strengthens interpersonal relations within the team.
10. Keep conflicts within the team (i.e., ensure arguments do not become public knowledge).

## LEADERSHIP STYLE

### E. Leadership

**Situation 1:** when team members have similar information concerning a specific issue, task or decision confronting the team and have the common good of the organization in mind, **our Team Leader...**

1. Uses an informal versus structured approach to guiding conversations among team members.
2. Enables members to determine the format for conversations.
3. Acts more as an observer than an active participant.
4. Allows members to speak freely/participate as they wish.
5. Refrains from calling on specific individuals.
6. Withholds revealing his/her views in the early stages of the discussion.
7. Refrains from emphasizing or paraphrasing others' comments.
8. Allows members to determine how best to evaluate alternatives.
9. Encourages members to achieve decisions through consensus.
10. Helps team members with different views to reach a mutually acceptable solution.

## F. Leadership

**Situation 2:** when team members don't have similar information about an issue/decision and/or don't necessarily have the 'common good' of the organization in mind, **our Team Leader...**

1. Encourages the use of subgroups, within the team, to develop and consider different perspectives.
2. Asks members to explain and defend various perspectives.
3. Encourages specific individuals to play devil's advocate.
4. Asks members where they stand on a particular issue.
5. Encourages sharing of alternative perspectives.
6. Takes an active role in encouraging team members to share private or uniquely held information.
7. Intervenes actively to emphasize and repeat previously unshared information or remarks.
8. Reiterates or paraphrases points that surface quickly but fail to receive sufficient attention.
9. Asks clarifying questions, probes for further information, or rephrases comments to ensure that he/she has understood members correctly.
10. Listens to competing arguments and selects the course of action that he/she believes is best for the organization.